

DDI CHKEND

DDI #0157-82

7 January 1983

MEMORANDUM FOR: Director of Central Intelligence
Deputy Director of Central Intelligence

FROM : Deputy Director for Intelligence

SUBJECT : Vulnerabilities and Opportunities in 1983

Between the reorganization implemented by John and the measures to improve the quality of intelligence I announced a year ago, the Directorate of Intelligence has in place a very specific agenda for the foreseeable future. The need now is to concentrate on consolidation and implementation of all of those measures and making them a permanent part of the Directorate's culture. I am providing you today separately the draft text of my talk in the Auditorium next week in which I set forth several particular areas on which we need to work especially in the coming year. Accordingly, instead of using this paper to talk about the Directorate of Intelligence specifically, I have taken the liberty of setting forth several vulnerabilities/liabilities and opportunities/initiatives that apply to the Agency as a whole. I hope you will find them of some value.

I. Substantive Vulnerabilities

I see two analytical areas where the Agency could get into trouble or have difficulty in 1983:

- INF/START: As the time of deployment draws near and the negotiations heat up, the internal politics here in Washington will become much more cut-throat. There are very real dangers that the Agency and monitoring issues for which it is responsible will be caught in a crossfire between factions in the national security community and will be caught up in these political controversies.
- Central America: The House intelligence committee already has concluded that our analysis on Central America has not been objective. Regardless how unfair and wrong that assessment is, it is indicative of the increasing politicization of the entire Central America issue.

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II. Other Vulnerabilities/Liabilities

- Budget: With the large budget deficit and the departure of our DoD protector, Frank Carlucci, we are going to have to fight much harder for our appropriate slice of the budget pie. Much of the rebuilding that has been initiated in the last one to two years is dependent on continued substantial real growth for at least three or four more years. Pressures on the budget could curtail if not stop altogether major new initiatives for capital reinvestment in the Agency as well as the establishment of DDI and DDO capabilities either once lost or newly needed.

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- Security: [REDACTED]

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[REDACTED] Something is needed to revive the Office of Security and bring imagination, creativity and energy to its work.

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- Declassification for Policy Purposes: As the defense budget comes under increased pressure and as one or another tactical situations develop we will be under increased pressure to declassify intelligence information and analysis to help sell a program or a budget. The danger and the decision relate to short-term gain versus long-term loss.

III. Opportunities/Initiatives

- Collection, Requirements and Analysis: 1983 should be the year in which we begin bringing together in this building the analysis and the interactive tasking of real-time collection systems. Evan Hineman and I will soon present to you a plan for bringing [REDACTED] where [REDACTED] information into this building on a real-time basis where [REDACTED] collectors and those in the DDI responsible for requirements can work together to provide much more timely support to the analytic process and you, especially during crises.

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- Estimates: This is the year in which you ought to implement changes in the estimates process. As you are well aware, the changes in the process are highly superficial at this point and almost totally dependent on the role you and a few other have played in driving that process.
- Leaks: This is a curious entry as an opportunity, but this Administration is more likely than any other to do something about the leaks problem.

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It must be done in 1983 and must involve broader use of the polygraph. Probably the place to start is at the National Security Council Staff which is small and completely controlled by the White House.

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- Employee Services: This is a year in which we should make a substantial push (with a lot of in-house publicity) to develop some services for the employees. A jogging path and improved exercise facility must be one of the highest priorities. But there are other areas discussed in the Executive Committee where we can provide additional services for our employees in terms of dispensary health care, a legal reference service, possibly a bookshop somewhere in Headquarters, and so forth. All that is needed is a little imagination and a little money, but the return in terms of employee morale would be extraordinary.
- Long-Range Planning: A great deal of progress was made in 1982 in developing a long-range planning cycle for the Agency. If the process is not continued in 1983 it will die. We have, in effect, created a baseline for future planning. We now need to devise a means of making it a continuing process that helps to guide and inform the budget process. A particular achievement of the planning process in 1982 was the way in which analytical requirements were placed at the beginning of the process and collection and support requirements shaped to meet the analytic needs and by extension the needs of the policymaker. We cannot allow this process to be interrupted.


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cc: ExDir

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